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9 May 1972

## MEMORANDUM OF CONVERSATION

SUBJECT: Conference with Andrew Marshall Concerning Intelligence Research and Development Programs

1. Today's conference with Andy Marshall resulted from my mentioning to him on 6 May that I was interested in talking with ARPA concerning on-going ARPA financed projects which could be adapted to providing intelligence production analysts with tools which would improve estimating methodologies.

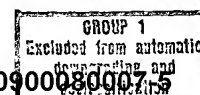
2. Andy considered exploration of the topic was a good idea and he would like to see ARPA get more closely involved with intelligence. He cited two factors that should be considered, however.

3. He noted there is some feeling in the behavioral science field that ARPA has been captured by a set of political scientists with particular interest in mathematical models and the conduct of massive statistical analyses. Andy is concerned that if these political scientists were asked to work on intelligence problems the payoff would be long-term in nature. He noted that ARPA had toyed on several occasions with the idea of getting into intelligence-related research but had always backed off because of concern as to whether the ARPA charter covered such activities. Andy expects to have lunch soon with William J. Baroody, Jr., Assistant to the Secretary of Defense and Andy will seek to persuade him that encouragement from the Secretary to ARPA on getting involved with support for intelligence would be desirable.

4. Andy also noted that about two years ago the National Science Foundation sponsored a survey to evaluate the work being done by ARPA and other agencies in the behavioral sciences. Bill Koufmann was chairman of the committee. This project came about because a group of social scientists, of which Herbert Simon of Carnegie Tech is the leader, considers the NSF was dominated by hardware people and they hoped to be able to establish a funding stream for social sciences in the NSF and the government to support both near-term and long-term basic research as is done in the physical sciences. It was

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expected the study would show that ongoing research has produced payoffs which would justify a larger effort. On the basis of the survey the committee felt that the record was not very good, partly because of the way funds had been allocated, and provision of more money might not produce useful results.

5. So far as Andy is aware, the committee report was never formally disseminated.

6. He noted that RAND was quite deeply involved with ARPA. ARPA funds had financed the DELPHI studies and the work of Tom Brown in probability forecasts. Brown was exploring the kind of incentives needed to induce an expert to surface his unbiased estimates of probabilities.

7. On the basis of our conversation of 6 May, Andy is preparing a memorandum on the kinds of R&D in the behavioral sciences which he considers would be useful in the field of intelligence production. I agreed to discuss the matter further with him after I have had exploratory talks with both ARPA officials and intelligence production personnel.



Chief, PRG/IC

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IC/PRG/[redacted] :jm (10 May72)

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